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Approved For Release 2001/07/28 : CIA-RDP61-00017A000300100001-1

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15 October 1951

Working Group on TRAINEES

Problem:

To recommend to the Career Service Committee methods of locating, selecting, recruiting, security clearing, evaluating, assessing and testing, training and assigning trainees; to consider criteria and standards for their selection and curricula for their training; to investigate the magnitude of this program and the appropriate intake; to recommend means of coordinating this program with other programs in the Agency for processing new employees; to consider and recommend security measures, publicity and public relations policies to be adopted in connection with the program; to determine how significant covert opportunities encountered in this program are to be immediately sealed off and channeled to the appropriate covert Office.

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20 February 1952

AGENDA
FOR
WORKING GROUP ON TRAINEES

1. Criteria and standards for selection
2. Procurement of trainees
 - a. Locating
 - b. Screening
 - c. Recruiting
 - d. Security clearing
 - e. Assessing and testing
 - f. Evaluating
3. Training
 - a. Curricula
 - b. Assigning trainees
4. Magnitude of this program and appropriate intake
 - a. Needs of the Agency
 - b. Turnover
 - c. Eventual static requirements
5. Training program coordination
 - a. Relationship of trainee program as such to on-the-job training
 - b. Relationship to covert training
6. Security measures
 - a. Security clearance and briefing of recruiters
 - b. Publicity and public relations
7. Covert recruiting in training

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11 March 1952

SELECTION CRITERIA FOR PROFESSIONAL TRAINEES

These are the criteria that are used at present in selecting professional trainees. Any one of these requirements is ignored in practice if the applicant is well qualified in other respects.

1. Age. 21 to 35 years.
2. Sex. About 80 per cent male and 20 per cent female. In practice, an effort is made to find out if a female applicant is acceptable to a particular Office before she is taken on. This is because of the difficulty in placing young women in some Offices.
3. Education. The minimum is a Bachelor's Degree. Preference for people with some graduate training. We prefer people whose work has been in one of the following fields: economics, the other social sciences, modern languages, physical and biological sciences and engineering.
4. Mental Level. Measured by standing in class in college and by testing administered in the Agency. We would prefer people who are in the first quarter of their class in a good institution and in the first 10 per cent in other institutions. This requirement is ignored if applicant has been successful after college. Applicants are required to test better than the average of professional employees in the Agency.
5. Languages. Preferably a knowledge of at least one foreign language but in any case an ability to learn languages as demonstrated by performance in elementary language courses in school and in college or by testing.
6. Personality. That which indicates that a person will be able to work with other employees.
7. Security. Normal Agency standards with a minimum of 10-9.
8. Conditions of Service. Willing to serve overseas. Willing to accept any reasonable assignment in the Agency after training. Current intention to make a career with CIA, or agreement to serve at least two years with CIA.
9. Selective Service and ROTC. Students who are presently members of ROTC are not taken by an agreement with the Department of Defense. Other draft eligible applicants can be put into

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Tab C

~~SEE REVERSE FOR DECLASSIFICATION ACTION~~

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military service for training, including OCS and whatever other training is desirable and then returned to the Agency for duty as officers.

10. Procedure. Applicants are selected as follows:

- a. They are interviewed for the purpose of determining whether or not they meet our objective standards, that is, education, etc.
- b. They are then tested by the psychological division.
- c. Those who survive the testing are interviewed by two senior members of the staff of the Office of Training who make the decision whether or not the person should be hired.

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Tab C

C O P Y

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19 September 1951

M E M O R A N D U M

TO : Chairman, Project Review Committee

FROM : Director of Training and Assistant Director (Personnel)

REFERENCE: Secret Program for the Establishment of a Career Corps
in the Central Intelligence Agency dated 7 August 1951

PROJECT

To establish a University Liaison and Recruiting Officer in the Office of Personnel and consultant-contacts in fifty quality colleges and universities to recruit professional trainees and for other purposes. (Reference pp. xi, xii, 1-6 and 19-21.)

NATURE OF PROJECT

In order to obtain the services of the best products of graduate and professional schools and colleges, the Agency must establish a systematic program of recruitment on this level. There is further a need to guide the studies of promising young men and women toward subjects of interest to the Agency, and away from irrelevant fields. (Detailed discussion in Reference, pp. 3-6)

Our recruitment in academic institutions can be improved by:

1. Systematizing contacts;
2. Decreasing dependence on the college placement officer, whose job is to place students, almost regardless of their merit;
3. Taking advantage of all available information on the campus about applicants, and at the same time getting professors to evaluate their students honestly; and
4. Eliminating worthless applications.

It is therefore proposed that the Agency acquire the services of a University Liaison and Recruiting Officer, who will establish paid consultant-contacts in a selected group of colleges and universities.

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The consultant-contacts will identify able students and lead them to apply for positions as professional trainees.

The University Liaison and Recruiting Officer must be a man who has held very high academic position with success, and has an entree to the presidents of colleges and universities. A recently retired, but vigorous, president, provost or dean would be suitable. He should be cleared and brought in to the Office of Personnel, thoroughly briefed by Personnel and Training, and sent out to establish consultant-contacts. On his first trips, he should be accompanied by an experienced member of the Office of Training or Personnel, since situations and questions to which he does not know the answer will arise.

O/P and O/TR will draw up lists of possible consultant-contracts at the colleges to be covered, drawing upon recommendations by the various offices, particularly O/O. The following lists will be submitted to I&S/O for appropriate check before the institutions are visited:

1. List of colleges and universities
2. List of initial contacts (presidents and other senior officers)
3. List of possible consultant-contacts

Institutions and persons whom I&S/O regard as undesirable will be struck off the list.

The University Liaison and Recruiting Officer will then write the Presidents or other initial contacts to arrange an appointment to discuss the establishment of the consultant-contact. Working in cooperation with O/O Field Contacts and O/P Field Procurement Officers, he will spend three to five days at each institutions, briefing the President or another senior officer and interviewing possible consultant-contacts, seeing the more promising ones twice or more.

Consultant-contacts will be fully cleared (including polygraphing while they are in Washington for training).

Consultant-contacts will be brought to Washington for training and indoctrination, over a period of five days. They will attend the CIA Orientation and Indoctrination Course, and will receive other special instruction and briefing, including security. During this time, they will be reimbursed as consultants, @ \$25.00 per day, plus per diem and transportation.

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Tab D

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When established, the consultant-contact will serve the Agency by observing promising students as early as possible in their careers, guiding them into undergraduate and graduate studies that will serve as a background for intelligence work, and nominating them to Personnel Procurement at the appropriate time. Through his conversations with them, he will have motivated them for a career in intelligence. In the case of students who have not fulfilled military service, he may inform them of the Agency's arrangement with the Department of Defense, whereby they may perform their service under the Agency's auspices if they are not committed to the National Guard or the Reserves. (Further steps in selection are discussed in Reference pp. 3-6, 22-31.)

The consultant-contacts should be paid as consultants @ \$500.00 a year in two installments (January and June) to produce semi-annual reports of their activities in identifying and motivating promising students. Compensation at a daily rate is avoided to prevent the consultant-contacts from feeling that they owe only so much time. If compensation were on a daily basis, the question of dual compensation would arise in some cases.

The list of fifty institutions was drawn up by a group of people in the Agency with wide academic knowledge and contacts. The fifty should be regarded as a beginning, and the list should be expanded or revised as experience dictates.

A brochure will be prepared by O/TR for distribution by the consultant-contacts to applicants, setting forth advantages of employment here. It will be cleared with I&S/O.

The advantages of this program to the Agency will be to consolidate and sharpen our recruiting at the college and graduate school level, to simplify the task of Personnel Procurement at this level, and to make it possible to carry out the recruitment of professional trainees as planned.

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A program of this scope and purpose could not be operated covertly. Nevertheless, consultant-contacts can be of great help to covert pro-

TIMING FOR IMPLEMENTATION AND COMPLETION

The institutions should be visited between October and April, 1951-52. As many as possible should be covered in the first year, so that the flow of applicants will begin in time for them to be brought on duty in July and October of 1952.

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OPERATIONAL AND SUPPORT REQUIREMENTS

The project is presented jointly by O/TR and O/P, since both are concerned.

Operation support will be required from O/O (Field Contacts), and from personnel of the Agency as a whole, to recommend consultant-contacts. I&S/O will investigate the consultant-contacts, and will be asked to pass the brochure and other information to be released.

ADMINISTRATIVE SUPPORT

None, except for travel and personnel actions. Recommend funds be made available to and administered by O/P, and that policy be determined jointly by O/P and O/TR.

TYPE OF FUNDS

Expenditures for travel, per diem and for consultants fees (including travel and per diem) should be made available from vouchered funds. Entertainment allowances should be made available from un-vouchered funds.

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ESTIMATED COST (See Tab A)

Total cost of establishing and maintaining contacts for year ending 30 June 1952.

Salary of University Liaison and Recruiting Officer GS-15	\$10,000.00	
Travel of Agency representative	6,063.00	
Travel of Contacts to Washington (including compensation)	18,150.00	
Annual compensation of Contacts	25,000.00	
All other contingencies	<u>787.00</u>	
TOTAL		\$60,000.00

Estimated cost for subsequent years:

Salary of University Liaison and Recruiting Officer	\$10,000.00	
Travel of Agency Representatives to replace contacts lost by attrition and to establish contacts in other institutions	2,000.00	
Travel of new contacts to Washington (including compensation)	4,000.00	
Annual compensation of Contacts	<u>30,000.00</u>	
TOTAL		\$46,000.00

OUTSIDE SUPPORT

Cooperation on a high level from colleges and universities.

INTRA-AGENCY COORDINATION

1. Inspection and Security Office
2. General Counsel
3. Office of Operations (Contacts)

MATTHEW BAIRD
Director of Training

F. TRUBEE DAVISON
Assistant Director (Personnel)

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Tab A - [Detailed Analysis of Budget] not attached

Tab B - [Sample Itineraries] not attached

Tab C - [Memo of Conversation] see below

MEMORANDUM OF CONVERSATION BETWEEN
[REDACTED]

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SUBJECT: Security Procedures in Connection with Recruitment Program for Professional Trainees - Fifty Colleges

1. Training will submit to I&S/O the names of fifty colleges for preliminary screening.

2. Training will submit to I&S/O the names of original contact points of these colleges for preliminary screening.

3. Training will submit to I&S/O, as far as practical, lists of names of individuals who, it is thought, might be designated as consultative contact points under this program.

4. On the fifty consultative contact individuals to be employed as consultants, it will be necessary to obtain Personal History Statements and Appendix I thereto and follow normal processing.

5. When fifty consultants are brought to Washington for an orientation course, if I&S/O is given sufficient notice, arrangements
[REDACTED]

6. Training, with the advice of I&S/O, will conduct security debriefing of any of these individuals separating from a consultant capacity.

Training's field representative making contacts in connection with this program should feel free to telephone I&S/O concerning preliminary security advice on any individual.

NOTE: References to Training should be amended to Training and Personnel.

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9 January 1952

MEMORANDUM

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To : [REDACTED]

From : [REDACTED]

Subject : Compliance with request for compilation of minutes of O/P and O/TR meeting re the Recruitment of College and University Consultant-contacts for the Professional Training Program.

Reference : Memorandum of 19 September 1951 to Chairman, Project Review Committee from Director of Training and Assistant Director (Personnel) re Secret program for the Establishment of a Career Corps in the Central Intelligence dated 7 August 1951.

1. A meeting of the representatives of O/P and O/TR concerning the recruitment of Consultant-contacts for the Professional Training Program took place in Room #2 of the Central Administration Building, 25X1A 9 January 1952, from 1105 to 1225. Present were:

[REDACTED]

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2. The aforementioned gentlemen profitably considered various details and procedures involved in the recruitment of Consultant-contacts by Dr. [REDACTED] University Liaison and Recruiting Officer, hereinafter referred to as the UL &R Officer. Points covered and general agreement reached during the meeting were substantially as follows: 25X1A

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- a. The correct term for the activity considered shall be the "Professional Training Program" — per [REDACTED] this date. The UL &R Officer, [REDACTED] charged with the primary responsibility for the procurement of college and university Consultant-contacts for the Program, [REDACTED] will be carried on the T/O of the Office of Personnel, SRS/PPD. The Chief, SRS/PPD, will exercise routine administrative and supervisory control of the UL&R Officer, his operations will be subject to the coordinated control of [REDACTED] for O/P and O/TR respectively.
- b. The order of precedence in contacting selected educational institutions shall be subject to the discretion of [REDACTED]. In order that necessary administrative detail be given adequate consideration, he shall submit his recruitment itinerary to the Chief, SRS/PPD, as soon as possible.

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[REDACTED] will be provided with rosters of O/O, O/TR, O/P operational contacts and, in some instances, additional recommended contacts variously suggested by the foregoing offices. He will check in routinely with appropriate Contact offices thus availing himself of information and suggestions arising from such visitations. However, it shall be the option of [REDACTED] to select finally the contacts to be utilized in the accomplishment of his mission. In general it is assumed that he will contact the president and/or the faculty dean of each institution visited; however, this procedure is subject to his discretion and the dictates of security considerations. Also, Dr.

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[REDACTED] will be made cognizant of CIA-Placement Officer relations at the various institutions and will advise such officers of his mission if such action appears warranted. The Chief, SRS/PPD, will provide him with pertinent information currently available regarding O/P contacts and institutional evaluations relative to past recruitment activity.

The Chief, SRS/PPD, will facilitate the meeting and coordinating efforts of the UL&R Officer and the area assigned recruitment officer.

- c. In addition to the recruitment of professional trainees, the Consultant-contact will assist local institutional recruitment efforts by providing appropriate recommendations or reference concerning faculty or student candidates for employment. He shall not be called upon to recruit among his faculty colleagues except as such individuals are voluntarily released by the institution.
- d. It is considered probable that [REDACTED] will be prepared to make his initial recruitment trip on or about 4 February 1952. It is planned that he shall be accompanied by [REDACTED]
- e. The UL&R Officer is to be instructed to (1) select two Consultant-contacts per institution visited and (2) inform each Candidate that the final choice will be made in Washington. In the event that the first choice fails to meet the requirements of security, clearance shall be initiated immediately on behalf of the alternate choice. The candidate rejected by security shall receive appropriate correspondence executed by Dr. [REDACTED]-contacts in the field are not contemplated, hence Dr. [REDACTED] recommendations, cleared by O/TR, may be expected to stand. Subsequent to selection and successful processing of one candidate, the "unchosen" must be appropriately advised. (This point was not covered at this meeting — the recorder wishes to exercise the prerogative of nominating [REDACTED] for such duty.)

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The UL&R Officer will be instructed in the use of and provided with standard interview, contact and applicant forms. Routine processing procedures will be followed and the UL&R Officer will be so briefed.

- f. Responsibility for briefing the UL&R Officer regarding Orientation target [REDACTED] (Approved For Release 2001/07/28 : CIA-RDP61-00017A000300100-1 week in Sept.)

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TAB E

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and processing and clearance estimates of the Consultant-contacts has been assumed by [REDACTED] for O/TR.

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- g. Supervision of the activity of the Consultant-contact will be a coordinated function of O/P [REDACTED] The UL&R Officer may be directed to ascertain the effectiveness of the various Consultant-contacts. 25X1A

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- h. [REDACTED] has been briefed by [REDACTED] concerning arrangements with the Department of Defense for military service as it affects possible Professional Training Program recruits. 25X1A

- i. The brochure to be prepared by O/TR for distribution by Consultant-contacts to applicants setting forth advantages of employment with CIA has not been prepared. Provision for its use as stipulated in the cited reference is to be disregarded.

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- j. Provision has been made for the UL&R Officer, [REDACTED] to be briefed on Saturday, 12 January 1952, by O/P concerning pay, travel expenses and vouchering thereof, contract and time reporting procedures, the use of credentials, and other routine recruitment practices.

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3. It was believed generally that [REDACTED] will be briefed adequately concerning his responsibilities prior to his departure from Washington on 13 January 1952. A short period of field orientation and assistance while actively engaged in recruitment as previously described (2.d.) should complete the basic training necessary for [REDACTED] to proceed independently on his assignment. 25X1A

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Distribution:

cc: [REDACTED]

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8 February 1952

MEMORANDUM FOR: Working Group on Trainees—
Career Service Committee

SUBJECT : Covert Personnel and Training Requirements

1. The program for locating, selecting, recruiting and training of individuals from selected universities responds to the needs of the covert Offices as follows:

a. Selection of Overt Personnel

Overt selection and processing of candidates through the normal consultant contacts established in each institution. Such candidates would be utilized within the covert Headquarters. It would be more or less predetermined that their future use could not, in fact, be in deep-cover positions. The covert Offices' allocation and disposition of such individuals should be determined between the Chief of the program and the covert Offices. This would entail a procedure whereby the covert Offices would receive adequate notification in advance regarding the qualifications of the prospective candidates.

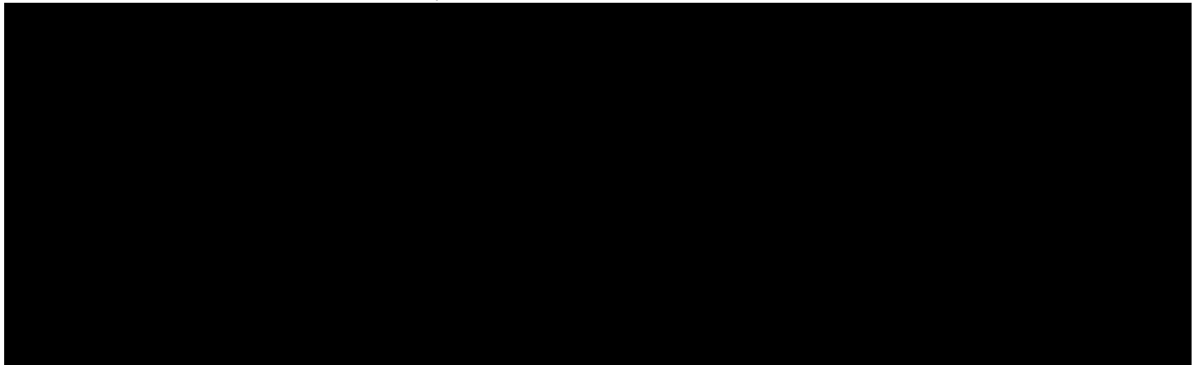
In this respect, the covert Offices have a particular interest in that phase of its trainee's career when he is not formally associated with the Agency. For example, the covert Offices would give particular attention to those candidates who must undergo military training. It would seek to ensure that the candidate would serve his military duty in some capacity which would complement his future intelligence career. Experience has proven that military service in CIC or on the staff of the G-2 during World War II was excellent preparation for OSO personnel. In this respect G-3 or G-4 military experience has been found useful for later OPC assignments. This practice makes possible a better understanding of military and theater commanders' intelligence and clandestine requirements, many of which involve a close working relationship in the field and in Headquarters between the covert Offices and the military. The same attention would be given to such candidates as are destined under the program to serve for an interim period in other Government departments.

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b. Selection of Covert Personnel

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2. The proposals outlined above conform in principle with the recommendations set forth in the memorandum of 19 September 1951 from the Director of Training and the Assistant Director of Personnel to the Chairman of the Project Review Committee.

3. In view of the specialized needs which the covert Offices will require from the consultant contacts in the various colleges, a representative from the covert Offices should join with representatives of the Offices of Personnel and Training in the formulation of policy and procedures affecting the program.

/s/
JAMES ANGLETON
Chief, Special Projects Staff

This paper has been approved by
[redacted] Acting ADSO and
[redacted] OPC.

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1 February 1952

MEMORANDUM TO: WORKING GROUP ON TRAINEES — CAREER SERVICE COMMITTEE
SUBJECT : SECURITY REQUIREMENTS

1. The security requirements which are envisioned in connection with the locating, selecting, recruiting, and training of trainees commence with the selection of the colleges and universities to be used as sources for trainee personnel and are stated below. This paper is confined to colleges and universities as the sources, inasmuch as the discussions of the Working Group thus far have been confined principally to these sources.
2. The list of colleges and universities should be submitted to I&S for a security check. As such institutions are added as sources by CIA, their names should be submitted to I&S for security checks before they are contacted.
3. The CIA representative who is to call on these institutions for the purpose of establishing contacts, should have a full security clearance and should receive security briefing in I&S before embarking on his assignment of calling on the institutions, particularly with respect to recruitment for covert use.
4. As consultant contacts are selected in an institution, their names and supporting data on Personal History Statement forms should be submitted to I&S for full security clearances. When a security clearance is granted the contact consultant should be brought to CIA for entrance on duty, polygraph, security indoctrination, and orientation in his assignment.
5. When the consultant selects a student whom he considers to be qualified for acceptance as a trainee upon the completion of his college course, the student may be given a preliminary assessment at the college, if this is considered desirable. Thereafter, the consultant should submit to I&S, through Personnel, the following pertinent information as minimum data concerning the prospective trainee who passes this preliminary assessment:

Name
Birthdate and Birthplace
Names of Parents
Place of Residence

The checking which will be performed on this data will not take over two or three days. If no adverse information is developed by I&S, it will

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approve processing the student through the complete CIA assessment procedure, which it is understood will require the presence of the student in Washington.

6. Upon completion and passing of the assessment, a Personal History Statement of the student should be submitted to I&S for the purpose of granting a Provisional Clearance. This procedure in I&S will require approximately 10 days. Upon its satisfactory completion the student will be granted a Provisional Clearance which will permit him to be employed by the Agency in an unclassified status. This will allow entrance on duty in an unclassified pool for the purpose of receiving appropriate training pending the completion of a full clearance.

7. Upon completion of the Provisional Clearance, and notification thereof to Personnel, I&S will automatically continue its investigation to full clearance. The time factor involved in completing a full clearance will depend upon numerous factors, but if no unfavorable information is developed, this time element extending beyond the completion of Provisional Clearance should not exceed an average of 60 to 90 days, and, in view of the youth of prospective trainees, it might well be accomplished in somewhat less time.

8. To summarize the time factors involved:

Indices check	- 2 to 3 days
Provisional Clearance	- 10 days
Full Clearance	- 60 to 90 days

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14 February 1952

MEMORANDUM

TO: Chairman, Working Group on Trainees

FROM: [REDACTED]

SUBJECT: Recommendations for the Selection of Professional Trainees

1. On 8 February 1952, at the request of the Chairman of the Working Group on Trainees, the undersigned appeared before the Working Group to explain present testing, interviewing, and evaluation procedures used by the Office of Training in the appraisal of Professional Trainees - before they are employed, while they are being trained, and upon completion of their training.

2. At the conclusion of that presentation, the undersigned was asked to present his recommendations and ideas in writing so that the Working Group might consider them for formal presentation to the Career Service Committee.

3. It is recommended that all applicants for Professional Trainee positions in the Agency be given a one-day battery of objective tests before final commitments for employment are made. The testing should occur (a) after the applicant has been recommended by a college spotter, and (b) after the P.H.S. and other forms have been reviewed and approved by the Office of Personnel.

4. It is recommended that the battery of tests be approximately as follows:

(a) Mental Tests

1. Mental Speed: 30 minutes
2. Logical Reasoning, a power test: 30 minutes
3. Verbal Intelligence, a power test: 30 minutes

(b) Current and World Affairs: 60 minutes

(c) Writing Skills: 60 minutes

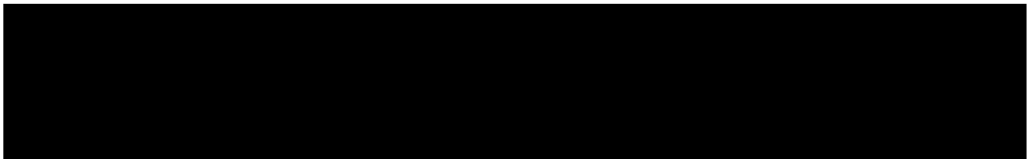
This test would cover the fundamentals of good report writing and would include subtests of English usage, spelling, punctuation and capitalization, and reading comprehension.

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Tab H

(d) Vocational Interest Inventory: 45 minutes

The Vocational Interest Inventory would be used to determine the applicant's strong and weak vocational interests in order to decide if his strong vocational interests could be utilized in the Agency. 25X1A



(f) Written Interview Questionnaire: 60 minutes

A projective psychological technique designed to reveal attitudes, interests, and motivations related to CIA activities.

5. It is recommended that the testing be carried out three times each year at leading colleges and universities by consultant psychologists or psychometrists cleared by CIA, and trained, supervised, and directed by the Testing and Evaluation Division of the Office of Training. In addition to the field testing, there would be a small permanent unit for testing those applicants who could make arrangements to come to Washington. This unit would be available at any time for testing trainee applicants and would not be limited to three testing sessions per year.

6. It is recommended that all trainee applicants who succeed in passing the battery of objective tests be put through assessment. Some of the assessment procedures applicable to them have been outlined on pages 26 to 30 of the 7 August 1951 monograph.

7. It is further recommended that the planning, direction, and supervision of these programs be carried out by the Testing and Evaluation Division of the Office of Training.

8. In order to activate such programs, it will be necessary to authorize Tables of Organization for (a) a field testing unit, (b) a small Washington headquarters testing unit, and (c) a research unit to develop and validate new tests and procedures.

9. It is estimated that the salary costs for the units listed in paragraph 8 would be less than \$50,000 per year.

10. If the job is properly done, CIA will have a comprehensive and effective program, more so than any other agency in the Government, for the selection of trainees.

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15 January 1952

MEMORANDUM TO: Working Group on Trainees
FROM : Head, Intelligence School
SUBJECT : Curricula for Intelligence School Students

1. In May 1951 at the request of the Director of Central Intelligence planning for an Intelligence School within the Agency was initiated. The first course of three months' duration ended 30 September 1951. The second course ended 11 January 1952. The third class will be underway by mid-February.

2. The plans for the School are in fact in three steps:

- a. A school to train incoming personnel wholly inexperienced in intelligence and who seem likely prospects for junior analysts' positions (Grade GS-5 through GS-11)
- b. Upon the filling up of Office Tables of Organization, a School to offer refresher courses for experienced Intelligence analysts (requirements to be set by the Assistant Directors and Division Chiefs concerned)
- c. Eventually the establishment of seminars and study on a National Intelligence level for the exhaustive pursuit of specific intelligence problems by selected CIA personnel, graduates of the Services' Intelligence Schools, the National War College and members of the State Department selected on the basis of professional ability, career and experience.

3. In short, the Intelligence School concept centers about the need for a training center to produce intelligence officers of various levels who will have a clean understanding of how to support the varying missions in the field of National Intelligence. The plan will not interfere with existing Intelligence Schools in the Services, whose missions are more confined than those of the CIA Intelligence Schools, nor with the existing and well-run training programs for covert operations.

4. The courses offered for the Trainee program (related to the Career Corps plan nebulous as it is at the moment), entail:

- a. Initial lectures on Security, the purpose of the source and plans for the placement of graduates of the course.
- b. Lectures on the mission of CIA and its place in the government particularly in relation to the National Security Council, the President, the Joint Chiefs of Staff and the Intelligence Advisory Committee.

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- c. Lectures on the organization and missions of each Office, excluding OSO and OPC.
- d. Comparisons of our intelligence procedures and those of selected foreign governments including what is known of the USSR intelligence organization.
- e. Lectures on the Joint Chiefs of Staff, the Munitions Board, the National Security Council, the Research and Development Board, [REDACTED] 25X1A
- f. Field trips to the Service Intelligence centers.
- g. Lectures and seminars on "Elements of National Power."
- h. Lecture on intelligence support for foreign policy.
- i. Origins of Soviet Russia.
- j. Development of Communist Theory.
- k. [REDACTED] 25X1A
- l. Fundamental Aims of the U. S. and Communism.
- m. Intelligence problems in NATO and SHAPE.
- n. Views on security commitments, USSR and U. S.

5. The lectures are offered by the school staff, visitors and members of the Agency. The talks are interspersed with critiques, intelligence problems, collateral reading and related films. All trainees receive four hours of Russian language each morning and one hour each afternoon in Reading Improvement for six weeks. The DCI closes each course with a suitable graduation address. 25X1A

[REDACTED]
Head of Intelligence School

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Tab I

- 2 -

DAILY ACTIVITY SCHEDULE

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18 February-24 May
1952

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18 February and each working day
thereafter:

0800-1200

For bus connections, call MI ^{25X1A} 6363 to
learn the bus connections from your
residence [REDACTED]

- 1200--- A bus will pick up the group at the
Language School each noon and take it
to the Recreation and Services Bldg.
cafeteria (in the building to the south
of Alcott Hall)
- 1300-1400 Reading Improvement Laboratory every
day at 2007 Alcott Hall.
- 1410-1700 Monday, Wednesday, and Friday, course
of instruction, Alcott Hall, Wing B,
2nd floor, Room 2204.
- 1410-1700 Tuesday and Thursday, when schedule
permits, current area analyses and
prescribed readings.
- 1700--- Closing time, Monday through Friday.

Saturdays are ordinarily free, but EACH OF YOU IS SUBJECT TO CALL.

Note:

1. A small library is maintained for your use in Wing A, 2nd Floor,
Alcott Hall.
2. For more extensive research the Library of Congress may be used.
3. Payday will be every two weeks following your first four weeks of duty.
4. Books checked out of the Wing A library must be CHECKED IN at the end
of the course. Failure to do so will result in a charge for the cost
of the book.

TAB J

18 of February to 24 May 1952

SECRET
FIRST WEEK

Monday, 18 February	0800-1200	Language (1719 Mass. Ave., N.W.)
	1300-1400	Lunch hour each day
	1410-1700	Reading Improvement Lab (2009 Alcott)
		Introduction and purpose of course (2203 Alcott)
Tuesday, 19 February	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Security Pitfalls
Wednesday, 20 February	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Discussion of Current Area
	1540-1700	Analyses
Thursday, 21 February	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Types of Intelligence
	1540-1700	Discussion of Lecture
Friday, 22 February	HOLIDAY	
Saturday, 23 February	Free, but on call	

SECOND WEEK

Monday, 25 February	0800-1200	Language	
	1300-1400	Reading Lab	
	1410-1530	Soviet Intelligence	
	1540-1700	Discussion	
Tuesday, 26 February	0800-1200	Language	
	1300-1400	Reading Lab	
	1410-1700	Photo Intelligence	
Wednesday, 27 February	0800-1200	Language	25X1A
	1300-1400	Reading Lab	
	1410-1530		
	1540-1700		
Thursday, 28 February	0800-1200	Language	
	1300-1400	Reading Lab	
	1410-1530	German Intelligence	
	1540-1700	Discussion	
Friday, 29 February	0800-1200	Language	
	1300-1400	Reading Lab	
	1410-1530	Mission of US	
	1540-1700	Discussion	
Saturday, 1 March	Free, but on call		

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SECRETARY OF DEFENSE

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THIRD WEEK

Monday, 3 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Structure of Government
	1540-1700	Discussion
Tuesday, 4 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Mission of G-2
Wednesday, 5 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Joint Intelligence Group
	1540-1700	Discussion
Thursday, 6 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Mission of A-2
Friday, 7 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Mission of ONI
Saturday, 8 March	Free, but on call	

FOURTH WEEK

Monday, 10 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Current Area Analyses
Tuesday, 11 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Mission of OIR
	1540-1700	Discussion
Wednesday, 12 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Structure of Govt. (RDB)
	1540-1700	Discussion
Thursday, 13 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Current Area
	1540-1700	Analyses
Friday, 14 March	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Recap. on Structure
	1540-1700	Discussion
Saturday, 15 March	Free, but on call	

FIFTH WEEK

Monday, 17 March	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab Flow of Intelligence Discussion
Tuesday, 18 March	0800-1200 1300-1400 1410-1700	Language Reading Lab Current Area Analyses
Wednesday, 19 March	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab Role of the Office of National Estimates Discussion
Thursday, 20 March	0800-1200 1300-1400 1410-1700	Language Reading Lab Current Area Analyses
Friday, 21 March	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab
Saturday, 22 March	Free, but on call	OPEN OPEN

SIXTH WEEK

Monday, 24 March	0800-1200 1300-1400 1410-1700	Language Reading Lab Present World Situation (SD)
Tuesday, 25 March	0800-1200 1300-1400 1410-1700	Language Reading Lab Current Area Analyses
Wednesday, 26 March	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab The Intelligence Basis of Foreign Policy Discussion
Thursday, 27 March	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab [REDACTED] Discussion
Friday, 28 March	0800-1200 1300-1400 1410-1700	Language Reading Lab Mid-Term Exam
Saturday, 29 March	Free, but on call	

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SEVENTH WEEK

Monday, 31 March	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab Geography as a Tool of Intelligence Discussion
Tuesday, 1 April	0800-1200 1300-1400 1410-1700	Language Reading Lab Geography of USSR
Wednesday, 2 April	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab Some Comments on the Heartland Theories Discussion
Thursday, 3 April	0800-1200 1300-1400 1410-1700	Language Reading Lab Aims of Communism
Friday, 4 April	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab Origins of Communism I Discussion
Saturday, 5 April	Free, but on call	

EIGHTH WEEK

Monday, 7 April	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab Origins of Communism II Discussion
Tuesday, 8 April	0800-1200 1300-1400 1410-1700	Language Reading Lab Origins of Communism III
Wednesday, 9 April	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab Origins of Communism IV Discussion
Thursday, 10 April	0800-1200 1300-1400 1410-1700	Language Reading Lab Current Area Analyses
Friday, 11 April	0800-1200 1300-1400 1410-1530 1540-1700	Language Reading Lab Origins of Communism V Discussion
Saturday, 12 April	Free, but on call	

NINTH WEEK

Monday, 14 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Current Area Analyses
	1540-1700	" "
Tuesday, 15 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Scientific Potential of USSR
	1540-1700	Discussion
Wednesday, 16 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Industrial Potential of USSR
	1540-1700	Discussion
Thursday, 17 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Current Area Analyses
Friday, 18 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Soviet Military Potential
Saturday, 19 April	Free, but on call	

TENTH WEEK

Monday, 21 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Soviet Air Power
Tuesday, 22 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Population and Power I USSR & Satellites (Quantitative)
	1540-1700	Discussion
Wednesday, 23 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Current Area Analyses
Thursday, 24 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1530	Population and Power II USSR & Satellites (Qualitative)
	1540-1700	Discussion
Friday, 25 April	0800-1200	Language
	1300-1400	Reading Lab
	1410-1700	Current Area Analyses
Saturday, 26 April	Free, but on call	

ELEVENTH WEEK

Monday, 28 April	0800-1200	Language
	1300-1400	Reading Improvement Lab
	1410-1530	Security Commitments of US and Allies
	1540-1700	Discussion

Tuesday, 29 April	0800-1200	Language
	1300-1400	Reading Improvement Lab
	1410-1700	Current Area Analyses

Wednesday, 30 April	0800-1200	Language
	1300-1400	Reading Improvement Lab
	1410-1530	Security Commitments from a Soviet Viewpoint
	1540-1700	Discussion

Thursday, 1 May	0800-1200	Language
	1300-1400	Reading Improvement Lab
	1410-1530	Why Become a Communist
	1540-1700	Discussion

Friday, 2 May	0800-1200	Language
	1300-1400	Reading Improvement Lab
	1410-1530	Final Talks by Sherman Kent
	1540-1700	Discussion

Saturday, 3 May	Free, but on call	
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TWELFTH WEEK

Monday, 5 May	0800-1200	Language
	1300-1700	Current Area Analyses

Tuesday, 6 May	0800-1200	Language
	1300-1700	Current Area Analyses

Wednesday, 7 May	0800-1200	Language
	1300-1700	Current Area Analyses

Thursday, 8 May	0800-1200	Language
	1300-1700	Current Area Analyses

Friday, 9 May	0800-1200	Language
	1300-1700	Current Area Analyses

Saturday, 10 May	Free, but on call	
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THIRTEENTH WEEK

Monday, 12 May	0800-1200 1300-1700	Language Current Area Analyses
Tuesday, 13 May	0800-1200 1300-1700	Language Current Area Analyses
Wednesday, 14 May	0800-1200 1300-1700	Language Current Area Analyses
Thursday, 15 May	0800-1200 1300-1700	Language Current Area Analyses
Friday, 16 May	0800-1200 1300-1400	Language Current Area Analyses
Saturday, 17 May	Free, but on call	

FOURTEENTH WEEK

Monday, 19 May	0800-1200 1300-1400 1410-1700	Language Current Area Analyses Talk on Operations
Tuesday, 20 May	0800-1200 1300-1700	Language Completion of Current Area Analyses
Wednesday, 21 May	0800-1200 1300-1700	Language Interviews
Thursday, 22 May	0800-1200 1300-1700	Language Final Examination
Friday, 23 May	0800-1200 1300-1700	Language Critique of Course
Saturday, 24 May	Free, but on call	

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SECURITY INFORMATION

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24 January 1952

INTELLIGENCE OFFICER VACANCIES GS-5 THROUGH GS-11

<u>OFFICE</u>	<u>GRADE</u>	<u>NUMBER</u>
OO	GS-11	2
	GS-9	7
	GS-7	4
OCD	GS-11	1
	GS-9	2
OCI	GS-11	5
	GS-9	4
	GS-7	2
ONE	GS-11	1
ORR	GS-11	24
	GS-9	10
	GS-7	1
OSI	GS-11	7
	GS-9	6
	GS-7	5
	GS-5-11	13
OSO	GS-11	11
	GS-9	8
	GS-7	5
OFC	GS-11	55
	GS-9	33
	GS-7	36
	GS-6	4
	GS-5	10
COMMO	GS-11	1
	GS-9	1

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ANALYSIS OF SEPARATIONS OF INTELLIGENCE PERSONNEL

Grades GS-5 to 11

Based on Exit Interviews for the Four Months - Sept-Dec 1951

	<u>GS 5 - 6</u>				<u>GS 7 - 8</u>			<u>GS 9 - 10</u>		<u>GS-11</u>		<u>TOTAL</u>
	<u>Int.</u> <u>Officers</u>	<u>Int.</u> <u>Analysts</u>	<u>Assts.</u>	<u>Total</u>	<u>Int.</u> <u>Officers</u>	<u>Int.</u> <u>Analysts</u>	<u>Total</u>	<u>Int.</u> <u>Officers</u>	<u>Total</u>	<u>Int.</u> <u>Officers</u>	<u>Total</u>	
OCI								1	1			1
OSI					1		1					1
ORR	1			1		1	1			1	1	3
OO						1	1			3	3	4
OTR	2			2	2		2					4
OCD	1	1		2	6*		6	2	2			10
OSO	3	2	3	8	6		6	4**	4	1	1	19
OPC	1	1	9	11	7	1	8	4	4	5	5	28
Totals				24			25		11		10	70
Officers	8			8	22		22	11	11	10	10	51
Analysts		4		4		3	3					7
Assistants			12	12								12
Totals				24			25		11		10	70
*Includes 1 "Project Planner"												
**Includes 1 "Instructor"												
Add 1 "Instructor - GS-7 - Personnel Pool"												1
TOTAL												71

*Includes 1 "Project Planner"

**Includes 1 "Instructor"

Add 1 "Instructor - GS-7 - Personnel Pool"

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TOTAL

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24 January 1952

REASONS FOR SEPARATIONS

Security Problems	16
Family Obligations	11
To enter Armed Forces	8
To finish education	6
Health or medical fitness	5
To transfer to other Government Agencies	5
Job dissatisfaction	4
Personal Reasons	4
To engage in teaching	3
To enter private industry	2
To write a book	1
Not willing to take children overseas	1
Economic: Cost of living in DC	1
Objections to security restrictions	1
Unsuited to PM Training	1
Abolishment of Position	1
By mutual agreement	1

TOTAL

71

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29 February 1952

MEMORANDUM

TO: Working Group on Trainees - Career Service Committee

SUBJECT: Publicity and Public Relation Policies

1. Publicity and public relation policies of the Career Service Program should conform to the policies of the Agency on those matters. The program is classified, therefore, the disclosure of information with respect to it is governed by CIA Regulation [REDACTED]

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2. It is not apparent how publicity on this program would result in any benefit to CIA, but on the contrary could react in various ways to the detriment of the Agency. Recruiting for this program is to be on a highly selective basis and would gain nothing by publicity. The association or proposed association of an individual with CIA, even though in an overt capacity, is best kept unpublicized for various reasons, one of which is his possible use in a semi-covert position at some future time. Publicity is likely to attract or invite attempts at penetration of the Agency through this program.

3. The fact that news of the program may be published or has already been published through unauthorized releases does not alter the fact [REDACTED]

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/s/ [REDACTED]

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12 March 1952

SUBSTANTIVE GUIDANCE AND SUBSIDY OF STUDENTS

1. University consultant contacts should not attempt to influence the course of study of an undergraduate. Universities would oppose such guidance by a governmental agency, because it would conflict with the philosophy of a liberal education, and also with existing systems of counselling students. If a student asks advice on what fields are of interest to the Agency, the consultant contact may indicate broad fields, such as economics.

2. Graduate students are considered sufficiently mature to warrant guidance. Faculties would have no basic objection to such guidance. The consultant contact may therefore recommend that students specialize in practical subjects, such as economics or political science, rather than art or philosophy. Furthermore, such students may be advised to concentrate upon foreign, rather than domestic aspects of their fields.

3. When the question is raised by a senior or graduate student as to whether or not it would be advisable for him to continue with his graduate work, the consultant contact may advise him to continue with his work at his own expense before applying for employment with the Agency. The student should be told that graduate work will make him of greater potential value to the Agency. No commitment may be made in this case. On the other hand, the consultant contact may advise the student to enter on duty with this Agency, with the possibility that the Agency will subsidize further study after the student has been on duty long enough to understand better the needs of the Agency and of his particular job. The consultant contact, however, should not promise the student that this will happen.

4. No effort will be made to subsidize students who are not already employees of the Agency either by direct grant or by fellowships. Subsidies should always be at the graduate level. The subsidy of graduate work by Agency personnel does not fall within the competence of the university consultant contact.

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 By: _____

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11 March 1952

MEMORANDUM

TO: Working Group on Trainees

FROM: [REDACTED] Office of Training

SUBJECT: Suggested Method for Recruitment of Trainees

1. Recent modifications of the Agency's personnel policy would now make it unwise for O/TR to continue recruiting professional trainees against O/TR's slots because of the probable difficulty of placing them in other Offices following the completion of the training course, since these Offices will be restricted by the new ceiling.

2. Recruitment draws currently from professionals employed outside CIA, members of the Armed Forces and students in colleges and universities. The Office of Training has concerned itself heretofore principally with the recruitment of university graduates for the Intelligence School.

3. Personnel will be greatly aided by the program to establish contacts in selected universities and colleges by acquiring reliable information on applicants from universities, and in the encouragement of superior applicants. It is recommended that this program be rigorously pursued.

4. If by July the Intelligence School is to be used for training large numbers of entrants into CIA slotted against positions, it might be wise to have an evaluating board representing the Agency in general. Its membership might be:

- a. A key representative from the staff level of a non-covert Office (ORR, OSI, etc.)
- b. A key representative from the requirements section of a non-covert Office.
- c. Two representatives from a covert Office, representing again staff and requirements.
- d. A representative from Personnel.
- e. A representative from Security.
- f. A representative from Training.

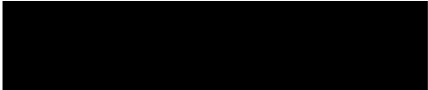
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~~SEE REVERSE FOR DECLASSIFICATION ACTION~~

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5. After approval by the Evaluating Board of a certain bloc of potential trainees, the trainees and their documents should be shopped to the various Offices where the Board thinks each individual may best fit, with the end in view of having each trainee hired by the Office concerned against an existing slot.

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Security Information

7 March 1952

This class of employees includes those engaged in duties which are to perform advisory, administrative, or research work which is based upon the established principles of a profession or science and which requires professional, technical, or scientific training and/or experience. Standard position titles for this class of employees include:

Accountant (All options)	General Services Officer
Administrative Officer	Geographer (All Options)
Assistant Comptroller	Graphics Designer
Assistant Director (All options)	Graphics Exhibits Specialist
Assistant General Counsel	
Archivist	
Attorney-Adviser	<u>NOTE</u>
Auditor	
Broadcast Information Specialist	Titles listed with a
Budget Analyst	parenthetical expression of
Budget Officer	"All Options" indicate
Business Analyst	specializations exist within
Business Economist	these particular subject
Career Management Officer	matter fields or specializa-
Chemist	tions.
Chemical Engineer	
Communications Officer	
Communications Specialist	
Commodity-Industry Analyst	
Comptroller	
Construction Engineer	
Contact Officer	
Contracting Officer	
Contract Inspector/Contract Specialist (All Options)	
Cryptographer	
Cryptic Reference Officer	
Deputy Assistant Director (All Options)	
Deputy Comptroller	
Document Analyst	
Distribution Officer (Crypto Materials)	
Educational Specialist (All Options)	
Electrical Engineer	
Electronic Engineer (All Options)	
Employee Relations Officer	
Executive Officer	
Finance Officer	
Fiscal Accountant	
Fiscal Auditor	
Fiscal Officer	
Freight Traffic Officer	
General Counsel	

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Tab P

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Historian
 Information Officer
 Information Specialist (All Options)
 Intelligence Officer (All Options)
 Intercept Research Specialist
 Interpreter
 Interrogation Specialist
 Investigator (All Options)
 Legislative Counsel (General)
 Librarian
 Logistics Officer
 Maintenance Engineer
 Mechanical Engineer
 Medical Officer (All Options)
 Methods Examiner (All Options)
 Monetary Analyst
 Monitor (All Options)
 Nurse
 Operations Officer Organization and Methods Examiner (All Options)
 Passenger Traffic Officer
 Personnel Officer
 Pharmacist
 Physical Science Administrator
 Physical Security Inspector (All Options)
 Placement Officer (All Options)
 Plant Production Manager
 Position Classifier
 Postal Censor
 Procurement Officer
 Property and Supply Officer
 Property Survey Officer
 Property Accountant (All Options)
 Psychologist
 Psychometrist
 Publications Editor
 Public Buildings Superintendent
 Realty Officer
 Records Analyst
 Records Management Officer
 Recreation Officer
 Safety Engineer
 Scientific Linguist
 Security Officer (All Options)
 Services Officer
 Special Assistant (All major specialties)
 Supply Cataloger (All Options)
 Supply Officer (All Options)
 Supply Requirements Officer
 Statistician
 Statistical Officer
 Traffic Analyst (Communications)
 Traffic Manager
 Training Instructor (All Options)

Training Officer (All Options)
 Translator
 Voucher Examiner

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19 March 1952

RECOMMENDATIONS

It is recommended that:

1. With regard to trainees for overt activities, including
overt personnel assigned to covert Offices:

- a. All new personnel recruited to fill professional positions in the Agency be required to go through a training program in order to give them an adequate basic intelligence background. Rare exceptions may be made for individuals who have had previous high-level intelligence experience.
- b. The present Professional Training Program in the CIA Intelligence School be reorientated and expanded as speedily as possible to give all new professional personnel a broad yet intensive intelligence training. Specialized training, including language, area and operational training will be handled in other parts of the training program.
- c. The curriculum of the CIA Intelligence School, including recommended reading, be revised to cover subjects of particular interest to Offices and be coordinated with TRS to reduce duplication in the curricula.
- d. A selection board to be known as the Professional

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By: [signature]

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~~Trainee~~ Selection Board be established under the direction of the CIA Career Service Board. It would consist of five voting members and three advisory members as follows:

- (1) Two representatives from the overt Offices representing the fields of operations and of plans.
- (2) Two representatives from the covert Offices representing the fields of operations and of plans.
- (3) One representative from one of the Deputy Director's Offices; DD/P, DD/A and DD/I to be successively represented.
- (4) Three advisory representatives from the Office of Personnel, the Inspection and Security Office and the Office of Training.

This Board will review selection standards for and the qualifications of all candidates up to and including the grade GS-11 for overt and semi-covert professional positions in both the overt and covert Offices and will finally approve on behalf of the Agency the selection of all professional personnel in this category.

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- e. Personnel requirements of Offices for professional positions be submitted to the Office of Personnel which will inform the Professional Trainee Selection Board and the Office of Training of the estimated intake so that they may plan accordingly. All recruitment will be undertaken against authorized slots in consumer Offices
- f. The program to establish colleges and universities (Project Review Committee Project TRN/ADP-92-52 of 22 October 1951) to recruit undergraduate and graduate students be vigorously implemented and ultimately expanded.
- g. No subsidy be given to university students prior to their CIA employment. No specific substantive guidance be given by the consultant-contacts to undergraduate students. In certain cases, consultant-contacts may suggest that selected graduate students specialize in practical subjects or foreign aspects of their fields which might be useful if they should enter the intelligence field.
- h. Consultant-contacts be briefed regarding the relation between recruiting for overt use in both overt and covert Offices and that for deep-cover activities.
- i. Special security measures be taken to prevent subversive infiltration into the Agency through the trainee system

RECOMMENDATIONS

3. "Approaches by CIA representatives to universities or companies in the United States, for the recruitment or training of overt personnel, including overt personnel for the covert offices, be coordinated with the Contact Division, Office of Operations."

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and that I&S Office be given adequate backing in money and personnel to carry out these measures. Consultant-contacts be briefed thoroughly regarding the danger of subversive infiltration into the Agency through the trainee system.

- j. Approaches to universities or industries in the United States by CIA representatives, for the selection or training of overt personnel, be coordinated with the Contact Division, Office of Operations.
- k. No organized publicity be given the trainee recruiting program and that publicity of any kind regarding any aspects of the Professional Training Program be discouraged.
- l. All candidates for professional positions in grades up to and including GS-11 be given a one-day battery of tests before final commitments for employment are made; this testing to be given after the applicant has been recommended by recruiters and after PHS and other forms have been reviewed by the Office of Personnel.
- m. The testing in l. above be carried out several times a year in leading colleges and universities by competent consultants (or by a field unit) and in Washington by a headquarters unit, both to be directed by

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the Testing and Evaluation Division of the Office of Training.

- n. All candidates for professional positions in grades up to and including GS-11 who pass the preliminary screening be put through assessment in Washington.
- o. Assessment results be ^{subsequently} validated by comparison of ^{in the agency} performance records with the assessment results.
- p. The Career Service Committee take appropriate steps to have the existing assessment procedures within the Agency reviewed in order that these procedures may implement the policy that all candidates for ^{then GS 11} ~~junior~~ professional positions be assessed according to validated techniques.

2. With regard to trainees for deep-covert activities:

- a. Recruiting and training be conducted by the covert ^{deep cover} Offices separately from the Professional ^{Gen} Training Program.
- b. A focal point be established for coordinating deep-cover recruiting between the covert Offices.
- c. A focal point be established in the Office of Personnel to coordinate overt and semi-covert and deep-cover recruiting in the field in order to avoid confusion

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Security Information

and minimize security risk. *Def cover*

- d. After initial selection of candidates, no further overt or obvious CIA contact be made with them.
- e. Covert training be coordinated with the Professional Training Program in order to make maximum practicable use of training, curriculum and staff.

RECOMMENDATIONS

Add at end para. 1. d., "In case of an adverse finding against an applicant by the Board, the appropriate Assistant Director may appeal to his Deputy Director, whose decision will be final. This Board will also, when requested by an Assistant Director, arrange for testing and assessment of a prospective employee in the GS-12 - 15 category, review his qualifications, and make recommendations to the requesting office."